



SUBMISSION FORM

All submission forms must include the following information. Separate submission forms must be turned in for each eligible program. **Deadline: July 1, 2022.** Please include this submission form with the electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

PROGRAM INFORMATION

County: _____

Program Title: _____

Program Category: _____

CONTACT INFORMATION

Name: _____

Title: _____

Department: _____

Telephone: _____ Website: _____

Email: _____

SIGNATURE OF COUNTY ADMINISTRATOR OR DEPUTY/ASSISTANT COUNTY ADMINISTRATOR

Name: _____

Title: _____

Signature: _____

Executive Summary

The novel coronavirus disease 2019 pandemic is one of the most complex and most trying periods in our global and national history, requiring the combined response efforts of local, state, and federal governments. Since March 2020, Arlington's staff have worked tirelessly to help the community respond to and recover from the pandemic. The resource-intensive nature of Arlington County's response operations has been a central focus since the early days of the pandemic. The unprecedented number of resources needed to mitigate the spread of COVID like personal protective equipment, tests and

testing supplies, and vaccination supplies were at times so scarce globally that demand outpaced supply without a foreseeable resolution to demand pressures. Through established partnerships within the County and constant collaboration with our Emergency Support Functions, Arlington County's Emergency Operations Center logistics operations remained flexible to meet these evolving needs, delivering essential commodities in a timely fashion and using supply modeling and innovative solutions to anticipate future needs. This future planning, specifically inventory building, became a centerpiece of logistics operations as the incident management structure transitioned from a fully activated Emergency Operations Center to a Task Force.

After starting the pandemic working out of a small box truck borrowed from libraries, by the summer of 2020, the Logistics Section had expanded to a stand-alone Arlington County's first emergency management logistics warehouse operation capable of supporting Public Health operations, static and pop-up testing sites, mask distribution, public/private partnerships related to COVID-response, and PPE distribution to all County departments.

DPSCEM Logistics Warehouse Highlights

- 19 of the County's 28 departments incorporated into Task Force operations
- Established supply inventory levels & anticipated burn rates to ensure departments can provide employee & customer safety
- Support all incidents & events within the County (outside of COVID) since 2020
- All operations have had NO COST to the County due to adhering to FEMA PA guidance
- Purchased: 650k gloves, 150k gowns, 650k masks, 150k rapid tests, 100k thermometers
- <https://www.youtube.com/watch?v=8ecLLhmnNP4>

OVERVIEW

The novel coronavirus disease 2019 (COVID-19) pandemic is one of the most complex and most trying periods in our global and national history, requiring the combined response efforts of local, state, and federal governments. Following the Governor of Virginia's state of emergency declaration on March 12, 2020 and the National Emergency declaration on March 13, 2020, the Arlington County Manager declared a local state of emergency. The Arlington County Emergency Operations Center (EOC) moved from partial to full activation effective 8:00 AM on March 16, 2020. Since then, Arlington's staff have worked tirelessly to help the community respond to and recover from the pandemic. Efforts include working to slow the spread of the virus and meet the needs of affected parties by conducting contacting tracing; organizing testing for County residents; and providing other means of assistance through feeding programs, isolation and quarantine facilities, and response resource acquisitions and distribution.

The resource-intensive nature of Arlington County's response operations has been a central focus since the early days of the pandemic. Resources to mitigate the spread of COVID like personal protective equipment (PPE), tests and testing supplies, and vaccination supplies were at times so scarce globally that demand outpaced supply without a foreseeable resolution to demand pressures. Through established partnerships within the County and constant collaboration with our Emergency Support Functions (ESF), Arlington County's logistics operations remained flexible to meet these evolving needs, delivering essential commodities in a timely fashion and using supply modeling and innovative solutions to anticipate future needs. This future planning, specifically inventory building, became a centerpiece of logistics operations as the incident management structure transitioned from a fully activated EOC to a Task Force.

PROBLEM STATEMENT

The COVID-19 response required Arlington County to scale operations to an unprecedented level. This involved coordinating across county departments and integrating surge support comprised of County employees and contract staff.

The County invested millions of dollars in securing pandemic-related supplies (PPE, in particular) and yet did not appear to be equally invested in ensuring those supplies were easily accessible, sufficiently secured, and situated to distribute efficiently. Due to a lack of prioritized warehouse space, the Logistics Section had supplies and materials in inventory scattered across multiple locations (up to four at a time) for several months. Numerous options for additional warehouse space, including partner facilities (e.g., Metropolitan Washington Airport Authority, City of Alexandria, and Northern Virginia Emergency Response System facilities), were explored. Most of the potential sites were too small for the significant volume of COVID-19 supplies, with such limited space that a single delivery's worth of supplies could instantly occupy all the remaining space. Furthermore, other potential storage locations, such as the water treatment facility site, lack basic storage and inventory management equipment, such as pallet jacks. Without this equipment, personnel had to engage in less efficient, more labor-intensive manual breakdown and supply stocking.

After starting the pandemic working out of a small box truck borrowed from libraries, the Department of Public Safety Communications and Emergency Management's (DPSCEM) retrofitted a consolidated warehouse space in the fall of 2020. By the summer of 2020, the Logistics Section had expanded to a stand-alone warehouse capable of supporting Public Health operations, static drive-up testing sites, pop-up testing sites of both large and small scale (walk up and/or drive through designs), mask distribution to the community, public/private partnerships related to COVID-response, and PPE distribution to all County departments. The difficulty was never in identifying the need for a centralized

warehouse, but rather in obtaining consensus on location, facility specifications, securing funding, and hiring a logistics workforce. Through tireless efforts and systematically exhausting all options to meet the County’s needs, the EOC and Logistics Section leadership were able to overcome all hurdles and establish the County’s first emergency management logistics warehouse operation. The DPSCEM logistics warehouse will continue to provide critical services until the demands of the pandemic are met and then will collaborate with partner departments to provide the supplies and support for essential services needed by Arlington residents, especially during times of crisis.

PROGRAM DESCRIPTION

Within just two months of the EOC activation, the logistics section had accomplished a small fete of operational coordination and a combination of creative staffing solutions and procurement to establish a logistics workforce able to serve the evolving needs of more than 3,000 County employees and the community of over 230,000 residents. After initially creating ad hoc solutions, e.g., working with Arlington County Fire Department Logistics and Department of Parks and Recreation (DPR) to identify multiple storage locations, as well as leveraging staff from DPR and Libraries for deliveries in March-May 2020, the Logistics and EOC leadership established a regimented warehouse operation by June 2020. Immediately after acquiring the commercial property, three (3) full-time and three (3) part-time staff for both warehouse and surrounding service needs (i.e., school crossing guards) were hired to operate the multimillion-dollar facility.

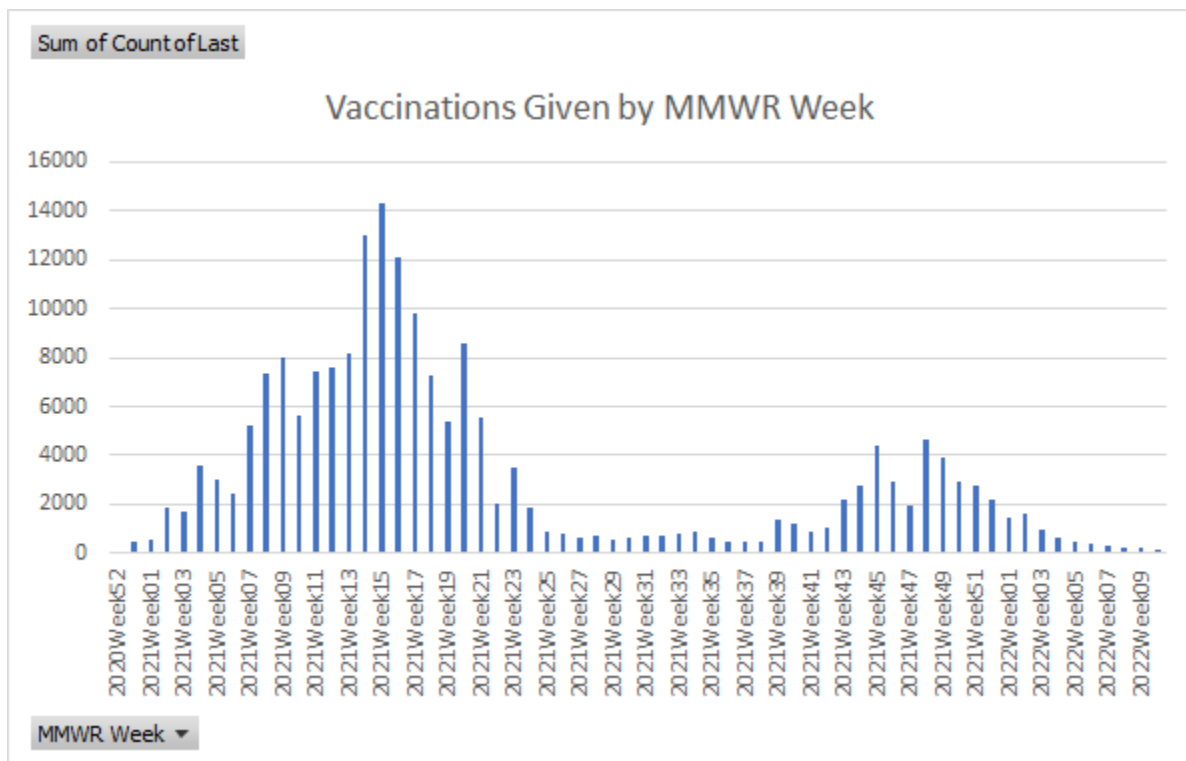
Over the past two years, Logistics personnel have refined and codified their operational processes, training standards, and standard operating procedures by acquiring logbooks and with support from DPSCEM and

Finance & Staffing

- **Facility:** No cost. Interdepartmental transfer to DPSCEM.
- **Supplies:** No cost. Reimbursed under FEMA Public Assistance Category B.
- **Staffing:** 3 FTEs & 3 .5 FTEs at no cost. Reimbursed under FEMA Public Assistance Category B.

No cost anticipated until FY24.

EOC staff. The logbooks system mitigates errors and the challenges typically associated with a flexible responsive logistics management system. Specific to training, the Logistics personnel coordinated with the Department of Environmental Services and leveraged existing training through the Northern Virginia Criminal Justice Academy, a practice that will continue until all section staff are trained as trailer operators. Logistics continually adapts to and anticipates the needs of the county to ensure seamless operations despite the volatile pattern of the pandemic as suggested by the demand of vaccinations in the graphic below.



The Logistics Section consistently and proactively engages with the County’s smaller departments to anticipate and support their needs. Approximately 19 of the County’s 28 departments are small (less than 25 staff) and have been incorporated into Task Force operations and information-sharing channels. The Logistics Section identifies their supply inventory levels and burn rates to ensure that these departments can provide for their employees and customers’ safety as reopening continues. Similarly,

through enhanced communications with smaller departments, the Logistics Section is better able to anticipate and prepare for future requirements.

Despite best efforts, the pandemic is not the only event requiring logistical support. Notable events include the multiple general, primary, and special elections, January 6 insurrection at the Capitol, the presidential inauguration, and 4th of July activation. Now entering its third year, the Logistics warehouse continues to support County operations through multiple COVID-19 variant surges and ongoing vaccinations efforts. As highlighted in the graphic below, the demand for vaccinations varied severely from week to week, similar to what occurred with testing. Logistics was able to adapt to ensure that vaccination and testing services had the supplies necessary to conduct safe and sufficient operations.

RESULTS

Logistics Section personnel continuously meet county departmental and operational site requirements in a highly responsive and timely fashion, ensuring that the coronavirus testing and vaccination sites quickly adapt to changing conditions while maintaining operations. Logistics recently expanded its capabilities outside of the pandemic when it supported the staging and loading of public safety donated goods, including 200,000 disposable gowns, 9,000 Particulate Respirator N95s, 19,000 latex gloves, more than 100 ballistic vests, 150 sets of firefighting gear and breathing apparatus, and two pallets of firefighting hand tools.

From proactively ordering highly demanded, necessary public health and emergency response supplies for 2+ years (see table below), to ensuring access to PPE for both county employees and residents, to supporting all Public Health operations including testing vendor and site management, the Logistics Section is the workhorse of the COVID-19 response. Below are to date numbers of items handled through the Logistics Unit in response to the pandemic:

Item	Purchased	Disseminated
Gloves	650,000	300,000
Gowns	150,000	50,000
Masks	650,000	300,000
Thermometers	100,000	70,000
Rapid Test Kits	150,000	150,000

To date, current Logistics operations include:

- Warehouse receiving and distribution
- Public Health operation support
- Static and pop-up testing sites
- County Department and Community PPE distributions
- Static and pop-up vaccination clinics
- Static and pop-up testing clinics
- Large scale special events
- Arlington Public School events
- General, primary and special election site support

To celebrate the efforts of the dedicated Logistics personnel, the county filmed a video highlighting the magnitude and tireless drive of the logistics operation:

<https://www.youtube.com/watch?v=8ecLLhmnNP4>

MEDIA OVERVIEW

The COVID-19 response required Arlington County to scale operations to an unprecedented level. The resource-intensive nature of Arlington County's response operations has been a central focus since the early days of the pandemic. Efforts include working to slow the spread of the virus and meet the evolving needs of more than 3,000 County employees and a community of over 230,000 residents by conducting contact tracing; organizing testing for County residents; and providing other means of assistance through feeding programs, isolation and quarantine facilities, and response resource acquisitions and distribution. Resources to mitigate the spread of COVID like personal protective equipment (PPE), tests and testing supplies, and vaccination supplies were at times so scarce globally that demand outpaced supply without a foreseeable resolution to demand pressures. Through established partnerships within the County and constant collaboration with our Emergency Support Functions (ESF), Arlington County's logistics operations remained flexible to meet these evolving needs, delivering essential commodities in a timely fashion and using supply modeling and innovative solutions to anticipate future needs. This future planning, specifically inventory building, became a centerpiece of logistics operations as the incident management structure transitioned from a fully activated EOC to a Task Force.

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